

Christopher A. Davis

April 23, 2021

Robert Burg
Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765

Dear Mr. Burg:

I am applying for the position of Chief of Police for the Akron Police Department. I am excited by the opportunity to lead the police department in such a rapidly growing, dynamic city.

Over the course of my career, I have worked hard to develop a reputation as a trusted, progressive, and forward-thinking law enforcement leader. The job posting makes it clear that Akron is looking for these qualities in its next Chief of Police. I believe I bring the right mixture of knowledge, skills, and abilities to perform in this demanding position.

Leadership – I have been in a leadership role in the Portland Police Bureau since my promotion to Sergeant in 2004. I have served in progressively more complex and responsible positions in all three branches of the Bureau. I am currently the Deputy Chief of Police and have served as an Assistant Chief in both the Services and Operations branches of the Bureau. I have completed extensive leadership training, including the Oregon Department of Public Safety Standards and Training's Middle and Executive Management courses, the FBI National Academy, and the Major Cities Chiefs' Association's Police Executive Leadership Institute. I strive to be accessible, approachable, fair, and clear in my expectations.

I understand that a leader's role, particularly at the executive level, is to marshal resources to solve complex problems. This involves knowing whom to involve and building consensus among stakeholders. In my various positions of leadership in my career, I have applied this approach to progressively larger and more complex problems and projects. I have had the opportunity to develop skill at negotiating between involved parties, including in situations where their interests conflict. My experience has taught me that the best solutions are not devised in a vacuum; they are the product of a skilled and well-engaged team. Good leaders develop their people's skills and allow them the space to use those skills.

I believe leadership is a form of service. I believe in the work our men and women do in the service of our community. I strive to be highly visible within the organization, including regular visits to our various precincts and divisions, and I sometimes cover officers on calls (or take them myself) to stay connected to the people and the work. While formal interactions in group settings or in the Chief's Office have their place, I believe we learn the most and have the most impact by taking the time to engage in regular, informal interactions with the people who work in the organization, in both sworn and civilian positions.

One of the most important requirements of a leader is the training and development of future leaders. I strive to develop a diverse group of future leaders, which has been important over the past few years as we have experienced tremendous turnover in our leadership ranks. I make the time to coach and mentor people at all levels of the organization to prepare them for future roles of greater responsibility, and we

invest resources in training and leadership development for our people. In the 2017 budget development process, we were able to establish a Leadership Development Program in our Training Division. This program develops and delivers leadership training for people at all levels of the organization and is based on the idea that every police professional is a leader.

In police agencies, leadership includes maintaining productive relationships with organized labor. I have seen this from both sides of the table, both in my role as a Portland Police Association official in the early 2000s and in the leadership positions I have held. Good labor relations require understanding the perspectives and priorities of the union and its members. It requires frequent communication, listening, and willingness to admit when the union is right. It also requires respectfully but firmly representing the needs of the organization and the community it serves. A chief can never take a disagreement with the union personally and must always be willing to engage in good faith on labor issues. With this balance, unions and management can be partners in meeting the community's public safety needs.

Diversity and Inclusion – I strive to foster a diverse and inclusive workplace, and to ensure equity in the provision of public safety service in the community. In the Services Branch, I was responsible for oversight of the Police Bureau's Equity and Diversity program. Our Equity and Diversity team led the development of the Bureau's Affirmative Action and Racial Equity Plans. I have worked with our Personnel Division to improve equity in our hiring process and the diversity of our applicant pool, and with our Training Division to develop implicit bias and procedural justice training for all sworn members. I have received extensive training in cultural competence and diversity.

I have worked with communities of color and underrepresented groups to improve their relationships with the Police Bureau. This has included working with the Community Peace Collaborative, African American Advisory Council, and northeast Portland neighborhoods to address violent crime in the context of historical race-relations issues. It has also included working with houses of worship to address police-community relations and crime prevention. I work with the Interfaith Peace and Action Council, the Slavic Advisory Council, and the Latino Advisory Council on issues related to police-community relations. I have developed informal relationships with members of the community, with whom I meet regularly, to help me understand the perspective of various communities within Portland with regard to public safety.

Responsible Stewardship of Public Funds – As the Assistant Chief of the Services Branch, and now as the Deputy Chief, I have been responsible for overseeing the Portland Police Bureau's annual budget development for Fiscal Years 2017-18, 2018-19, 2019-20, and 2020-21. The most recent budget development process involved the assimilation of approximately \$27 million in cuts to our \$220 million General Fund budget, which we were able to do without layoffs. During the 2020-21 budget process, we also re-organized our program offers to more accurately reflect our operational reality. My experience with the Bureau's business management has taught me the absolute necessity of understanding the city's finances and how the police department's budget fits within that larger picture.

A major city police department has a sizable business component. I have been fortunate to have learned how to administer the business of a large police organization, including budgeting, procurement, human resources, measuring and managing program performance, policy development, and efficient use of resources. I have learned how to take the community's and the governing authority's priorities and develop them into program offers to accomplish those goals. For example, in 2018, in response to direction from Portland City Council, we developed a non-sworn Public Safety Support Specialist program to employ and train non-sworn members to handle low-level calls for service in the community.

Organizational Excellence

The public has a right to expect the people who provide public safety services to be well-trained and equipped to handle the wide variety of work we ask from them. Regular, high-quality, and regularly updated training is critical to ensuring consistently good outcomes in policing. In Portland, we have shifted our training program from focusing on tactics to one that includes leadership development, officer wellness, ethics, and procedural justice. These concepts are woven through all the training we provide, and officers are critiqued on them during scenario training. We regularly review our training programming to ensure it is current, consistent with our policies, and based on best practices.

A very important part of organizational excellence is officer wellness. We have made a significant investment in our officer wellness program, which is part of our Training Division. In the 2018-19 budget, we secured funding for the program, which was the first of its kind in the history of the organization. Using insights gained from around the United States, we provide officers with regular training on topics such as exercise science, nutrition, financial well-being, resiliency, and mindfulness-based stress reduction. Before we returned our public order policing officers to their regular assignments after 2020's unprecedented civil unrest, to help them make the transition and minimize stress-related problems down the road we provided them a two-week wellness program consisting of training, debriefings, and access to mental health professionals.

Building Public Trust – I spent almost two years as the manager of the Internal Affairs Unit within our Professional Standards Division. In that time, I supervised the investigation of a number of high-profile misconduct and deadly force cases. We worked with the City Auditor's Independent Police Review Division to improve the complaint and discipline process. This experience taught me that trust in the process, for both officers and the public, is critical to its effectiveness. It also taught me the value of appropriate independent oversight.

In my current role as the Deputy Chief, I am responsible for final review and findings for the Police Bureau's administrative investigation cases, including misconduct allegations and deadly force incidents. I make recommendations for corrective action to the Chief of Police, both for individual members and for changing systems or policy issues that lead to negative outcomes.

Since 2017, I have served on the Police Policy Committee for the State of Oregon's Department of Public Safety Standards and Training (DPSST). DPSST is the certifying organization for public safety professionals in the state. The Policy Committee reviews cases in which police professionals have engaged in misconduct and recommends to the DPSST Board whether their police certifications should be revoked. On this committee, we have had to make some hard decisions in order to uphold the high standards we set for public safety professionals in Oregon.

These high standards are meaningless if we in leadership roles do not live up to them ourselves. I hold myself and our leadership team to the highest ethical standards. This is critical to maintaining legitimacy in the eyes of our community and our employees.

Community Policing – Community Policing is based on relationships. In all of my various roles over the years, I have been intentional about developing and maintaining positive relationships, both internally and externally. This means taking the time to meet with people, both at formal community meetings and informally one-on-one. It means listening to their stories and input without being defensive, particularly in the case of our critics. It means bringing people together to find common ground and giving everyone a voice and a seat at the table and honoring their unique perspective.

Community policing is effective policing. During my tenure as the captain of Portland's North Precinct, we conducted a community-based program to address a sudden surge in gun violence among youth in the Albina-Killingsworth neighborhood. We convened a group of neighborhood stakeholders, including area residents, faith leaders, school leaders, and the administration of a community college in the neighborhood. Together, the coalition identified the root causes of the problem and agreed upon a strategy. The community informed the tactics and methods the police used so there was agreement up front about how we would do our work. The result was a 49% decrease in violent crime, with no complaints against officers.

We are currently implementing a plan based on the Albina-Killingsworth effort to address a dramatic increase in homicides and gun violence in the City in the past year. The plan involves an advisory group composed of community leaders, people impacted by gun violence, and other stakeholders. This group will help select and train the officers for a "Focused Intervention Team" that will conduct patrol-based intervention and deterrence. The strategies and tactics used to address gun violence will be developed in collaboration with the community stakeholder group, which will be given access to data for ongoing assessment of the program's effectiveness.

Another key component of community policing is transparency. I work closely with our Communications Team to develop and deliver public messaging regarding critical incidents, public safety issues, internal Police Bureau issues such as staffing, and high-profile allegations of officer misconduct. Ensuring the public knows what is going on in its police department is essential to building trust.

A major city police agency is much larger than any one member, and no leader will be successful alone. My role is to develop people for success, and to bring together teams of people with the right combination of skill and knowledge, provide them with the support, guidance, and resources they need, encourage them to exercise their creativity and innovation, and unite them around a common vision. This is the way to achieve success in any organization. I believe I could put this approach to good use serving the diverse communities that make up the City of Akron.

We are at a crossroads in the history of this nation. The policing profession is, for most of us within its ranks, a noble calling to public service. However, we cannot overlook the role our profession has played and continues to play in the legacy of systemic racism and discrimination. We must be willing to acknowledge where harm has been done. We must be open to new ideas and work in full partnership with the communities we serve to transform our police agencies into organizations that earn the trust and respect of those communities. We must develop and work toward a shared vision of public safety and justice that honors and protects the human rights and dignity of all. The work will not be easy, but I am committed to this cause.

Thank you for the opportunity to apply for this position. Attached please find my resumé and a list of five professional references.

Sincerely,

Christopher A. Davis

Chris Davis

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Summary of Qualifications

27 years' experience in Policing, including administration, supervision, operations, investigations, police accountability, public order policing, and community engagement.

Education

Arizona State University – Phoenix, AZ 2021
Master of Public Safety Leadership and Administration

Arizona State University – Tempe, AZ 1995
Bachelor of Science, Justice Studies

FBI National Academy – Quantico, VA 2014
258th Session

Police Executive Leadership Institute – Major Cities Chiefs' Association 2019

Over 3,200 hours of Public Safety Training, including leadership, administration, investigations, best practices in policing, diversity, and cultural competence.

Professional Experience

Portland Police Bureau, Portland, OR 12/2019 – Present
Deputy Chief of Police

- Manage the day-to-day functions of the Portland Police Bureau, including patrol operations, investigations, and administrative services.
- Work closely with the Mayor and his staff to ensure alignment of the Bureau's resources and service delivery plans with the Mayor's and City Council's priorities.
- Make findings regarding alleged violations of Police Bureau policy and implement corrective action for sustained allegations.
- Coordinate and manage the development and implementation of the Bureau's COVID-19 continuity of operations plan.
- Implement spending restrictions and ensure that the Bureau stayed within its budget during the economic downturn wrought by the COVID-19 crisis. This included absorbing a \$27m budget reduction with no layoffs.
- Coordinate and manage the Bureau's response to several months of civil unrest at a level unprecedented in the City's history.
- Budget development and performance management.
- Work with the Policy Team to develop Police Bureau policy regarding a wide variety of issues.
- Develop and mentor the organization's future leaders.
- Working with City Risk Management and the City Attorney, resolve claims against the City related to police matters; identify and address potential liability issues.
- Serve as the Acting Chief of Police in the Chief's absence.
- Serve on the State of Oregon Department of Public Safety Standards and Training Police Policy and Applicant Review Committees.
- Provide interviews and statements to local and national media on a wide variety of public safety issues impacting the City of Portland; develop communications strategies for the organization.
- Engage with a diverse set of community groups and organizations on public safety issues.
- Responsibility for labor relations with three public sector unions, including serving on the City's bargaining team for the Portland Police Association labor agreement.

- Develop and implement a community-based, data-driven, collaborative strategy to reduce an unprecedented increase in gun violence in the City, while avoiding harms done in historically marginalized communities by such efforts in the past.

Assistant Chief, Operations Branch

6/2019 – 12/2019

- Managed the Police Bureau's Operations Branch, which included the three patrol precincts, the Traffic Division, and the Youth Services Division.
- Oversaw the development and implementation of crime reduction and prevention efforts at the three precincts.
- Oversaw the development and implementation of the Police Bureau's efforts toward the City's Vision Zero traffic safety strategy.
- Worked with the Mayor's and City Commissioners' staffs and other stakeholders on public safety issues.
- Oversaw the planning process for large-scale protest, sporting, and community events.
- Made recommendations to the Chief of Police on policy matters.
- Recommended findings to the Chief of Police in employee discipline matters, and corrective action in cases where findings are sustained.

Assistant Chief, Services Branch

12/2016 – 6/2019

- Managed the Police Bureau's Services Branch, which includes the Training, Personnel, Fiscal Services, Strategic Services, Information Technology, and Records Divisions, as well as the Regional Justice Information Network program (RegJIN).
- Oversaw the development and annual submission process for the Police Bureau's \$220 million budget.
- Oversaw the development of the Police Bureau's Strategic Plan.
- Worked with partner agencies and City government to address a significantly escalating deficit in the RegJIN program.
- Oversaw the Bureau's recruitment and hiring processes to address a significant shortage of both sworn and non-sworn personnel.
- Worked with the Mayor's and City Commissioners' staffs and other stakeholders on issues related to the Police Bureau and present at City Council.
- Served as acting Chief of Police in the Chief's absence (this was prior to the establishment of the Deputy Chief position).
- Represented the Police Bureau at the Oregon Department of Public Safety Standards and Training Police Policy Committee and Moral Fitness Workgroup.
- Developed a Body-Worn Camera program for the Police Bureau.
- Made recommendations to the Chief of Police regarding policy, program, financial, and personnel matters.

Police Commander

6/2016 – 12/2016

- Managed the Police Bureau's Central Precinct, which serves the Downtown, West Hills, Northwest Industrial, and Inner Southeast areas.
- Coordinated planning for police response to large-scale events, including the civil unrest in the wake of the 2016 elections.
- Served as Incident Commander for several large-scale public order policing events.
- Coordinated the Police Bureau's Crowd Management Incident Commander program.
- Worked with Multnomah County government and community stakeholders on the development of the Law Enforcement Assisted Diversion (LEAD) program.
- Developed a patrol staffing model for the Police Bureau to address a severe personnel shortage.
- Made findings in officer misconduct cases; recommend and implement corrective action for sustained allegations.
- Worked with Neighborhood Associations and Coalitions, as well as downtown business groups to address crime and livability issues.

Police Captain

10/2013 – 6/2016

- Managed the day-to-day operations of the Police Bureau's North Precinct.
- Reviewed force events for policy compliance and training issues.

- Recommended findings in officer misconduct cases; recommend and implement corrective action for sustained allegations.
- Represented North Precinct at several neighborhood coalitions.
- Worked with community stakeholders, nonprofit organizations, and local government organizations to address crime and livability issues including youth violence, property crime, and drug activity.
- Worked with the Mayor's Office to coordinate the Last Thursday event, which attracted tens of thousands of people to NE Alberta Street for an informal arts fair. Conduct public outreach regarding the event.
- Worked with community stakeholders and the Mayor's Office to address issues related to homelessness, including two large encampments, squatters in abandoned houses, and motorhome camps on City streets.
- Managed the police response to large events, including a protest regarding an oil industry ship being serviced at the Portland Harbor.

Police Lieutenant

12/2010 – 10/2013

- Manage the Police Bureau's Internal Affairs Unit. Coordinate all aspects of administrative investigations into misconduct allegations against members, as well as deadly force and in-custody death incidents.
- Acted as the liaison to law enforcement agencies and prosecutors conducting criminal investigations involving Police Bureau employees.
- Worked with Independent Police Review, the Citizen Review Committee, and other community stakeholders to ensure the quality of administrative investigations and the legitimacy of the process.
- Drafted Police Bureau directives and standard operating procedures related to the complaint and discipline processes.
- Conducted administrative investigations in high-profile cases.
- Selected personnel for employment within the Division.
- Drafted disposition letters explaining the outcomes of internal investigations to complainants.
- Conducted dignitary protection operations with the Criminal Intelligence Unit and Federal partners.
- Supervised the Police Bureau's Traffic Division, which includes the K9 unit, from 9/2012 – 10/2013.
- Worked with the Oregon State Police and other area law enforcement agencies to develop a standardized training program for crowd-control teams across the Portland Metro Area.

Police Sergeant

7/2004 – 12/2010

- Supervised the daily operation of uniformed patrol services in Downtown, Southwest, and Inner Southeast Portland.
- Supervised the Narcotics Unit. Coordinated the investigation of major drug trafficking organizations in the metropolitan Portland area. Surveillance and warrant service team leader. Established a comprehensive process for search warrant and tactical operations planning. (3/2008 – 7/2009)
- Supervised the downtown Street Crimes Unit. Coordinated police response to downtown livability issues. Worked with numerous community partners to address these issues. (7/2006 – 3/2008)
- Developed and implemented a strategy to reduce violence and disorder in the city's Entertainment District.
- Acting Lieutenant in the Drugs and Vice Division and at Central Precinct.

Police Officer

11/1998 – 7/2004

- Performed uniformed patrol duties in Southeast Portland.
- Testified in court in criminal cases.
- Conducted preliminary and follow-up investigations of crimes and other incidents.
- Served on the Executive Board of the Portland Police Association.

Arizona State University Police Department, Tempe, AZ

1/1994 – 11/1998

Police Officer

- Performed uniformed patrol and investigative duties.
- Developed a community policing partnership with the ASU Law Library.
- Worked on the security detail for numerous large events, including Super Bowl XXX.
- Served as a Field Training Officer and program coordinator. Updated the course materials for the field training program.
- Served as a Recruit Training Officer for the Arizona Law Enforcement Academy.

Membership in Professional and Community Organizations

- International Association of Chiefs of Police
- Oregon Association of Chiefs of Police
- Major Cities Chiefs Association
- National Tactical Officers' Association
- Salvation Army Metro Portland Advisory Board
- Oregon Fallen Badge Foundation
- FBI National Academy Associates
- Police Executive Research Forum

Professional Certifications

- Oregon Department of Public Safety Standards and Training Basic, Intermediate, Advanced, Supervisory, Management, and Executive Peace Officer Certifications